

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics.

Influence of employee volunteering on brand commitment

Laura Brigitta Sarah Stellmacher 2060

A Project carried out on Master in Management Program, under the supervision of:
Joana Story 08.01.2016

ABSTRACT	3
INTRODUCTION:	4
THEORETICAL FRAMEWORK AND HYPOTHESES	5
CORPORATE SOCIAL RESPONSIBILITY	5
CSR AND SOCIAL IDENTITY THEORY (SIT)	6
SOCIAL EXCHANGE THEORY	6
CSR AND MOTIVATION	8
METHODOLOGY	10
PROCEDURE	11
RESULTS	13
HYPOTHESES 1A, H1B H1C	13
HYPOTHESIS 2	13
HYPOTHESIS 3	14
DISCUSSION	16
IMPLICATIONS FOR PRACTICE	19
RESEARCH LIMITATIONS AND IMPLICATIONS FOR FURTHER RESEARCH	20
CONCLUSION:	21
REFERENCES:	22

Abstract

Purpose – The purpose of this paper is to explore the impact of corporate volunteering on employee bonding and to understand the barriers and motivation to participation in these events. In contrast to other studies the participants volunteer in their spare time without expecting any financial reward. **Design/methodology/approach** – Employees (n 3951) of a logistic company participated in the study based on an online questionnaire with 6 items and open questions. The employee sample was divided into 3 groups depending on the frequency of participation in volunteering events. **Findings** – Significant differences were found on bonding between the three groups. In addition, the relevance of control variables like gender, age and job level were obtained. Furthermore a moderation effect of motivation was found. The results were interpreted within the broader context that ties motivation theory, organizational identification and social exchange theory.

Keywords: Bonding, Organizational identity, Motivation (psychology), Voluntarism, Corporate Social Responsibility (CSR)

Paper type: Research paper

Introduction:

In the last years corporate social responsibility (CSR) became viewed as a more and more important factor for a business strategy. Research on this topic has markedly increased in reaction to this growing attention. The pressure and impact of and on several stakeholders gets examined but there is surprisingly little research on an important group of stakeholders – the employees. Despite the prevalence of volunteerism programs, the literature on employee volunteerism is largely descriptive and anecdotal in nature and lacking rigorous empirical assessment (Rodell et al., 2016; Booth, Park, & Glomb, 2009). Indeed, employee volunteerism has been described as an area ‘desperately in need of theory’ (Tschirhart, 2005, p. 25). Booth et al. (2009) measured the ‘benefits’ of volunteerism programs in various companies, whether employees can volunteer during work hours, and found that employees spent more time volunteering when such benefits were greater. Previous work on this topic started to demonstrate that employee volunteering is beneficial for both employees and companies. For employees it provides an opportunity to develop skills, improving morale and ultimately performance (Caligiuri et al., 2013 ; Jones, 2010; Rodell, 2016), while for companies it serves as a resource to attract and retain employees (Jones, 2010) This study focuses on the impact of volunteering on organizational identification – operationalized through bonding towards the brand and to understand the motivation behind volunteering. In contrast to Lazauskaite-Zabielske, Urbanaviciute, Bagdziunien (2014) a more complex construct of motivation was used.

Additionally this study evaluates the barriers and investigates the question why some people are more interested in getting engaged in volunteering programs. In this case employees can’t expect a direct reward for their work. In difference to other studies (Jones, 2010) people spend their free time to increase their companies’ reputation. Hypotheses were derived from

motivation theory, social exchange and social identification theory (SIT) that explain why employees get engaged in the name of their company and why this increases the bonding towards the brand. This study contributes to literature on employee volunteering, organizational identification, and social exchange in several ways. First, this study differentiates between the engagement of the company in CSR practices and the experienced volunteer programs by the employees and gathering feedback on this. Little is known about why some employees get engaged and other not (Orlitzky, Schmidt, & Rynes, 2003) a mixed method and a large sample allows conclusions on this. Second, this study extends findings on the antecedents to organizational identification (e.g., external prestige; Jones 2010) by testing whether employee attitudes about a specific practice – a volunteerism program – relate to organizational bonding.

Theoretical framework and hypotheses

Corporate Social Responsibility

Based on the stakeholder theory Corporate Social Responsibility (CSR) initiatives should provide beneficial consequences for “any group or individual who can affect or is affected by the achievement of the organizations objectives” (Freeman, 1984). According to Amann & Stachowicz-Stanusch, 2012 this study perceives CSR as a multidimensional approach connected to various stakeholders with two main dimensions, internal and external. Dividing the CSR framework into two dimensions, as was already proposed by the European Union in the document “Promoting a European framework for corporate social responsibility” in 2001 supports a better understanding of the different elements of CSR. According to this approach the internal dimension of CSR encompasses among other things human resources management, occupational health, safety management and business restructuring. The external dimension of CSR, which goes beyond the doors of the company and involves many

stakeholders relates to local communities, business partners and suppliers, customers and consumers, protection of human rights along the whole supply chain, and global environmental concerns.

CSR and Social Identity Theory (SIT)

A possible way to justify a relation between external CSR activities and individuals' positive outcomes is the Social Identity Theory (SIT), which was originally presented by Tajfel & Turner (1979). The SIT explains that people tend to group themselves in social categories that impact their self-concept (Peterson, 2004). Based on this, employees would receive a positive feeling of identity when their organization has a positive image (e.g. perhaps committing to CSR) whereas the collaboration with a company, which has a negative reputation in CSR, could have an adverse effect on employees' self-concept (Peterson, 2004). Prior researches have indicated a positive association of corporate prestige and its engagement in societal matters (Hess et al., 2002) and philanthropy (Brammer & Millington, 2005). Thus, a positive relationship could be assumed between perceived external CSR activities and employee engagement. A recent study on the same sample found out that there is a positive correlation between employee engagement and corporate citizenship practices (pearson $r = 0.65$) (MRSC 2015 Appendix 1).

Social exchange theory

The attitude towards a volunteerism program may also predict responses through social exchange mechanisms. Relationships in organizations often imply the exchange of symbolic and intangible resources (Blau, 1964). Employees who believe they benefit from their employer's benevolence often feel obligated to reciprocate because they believe it 'pays back' for them. Social exchange relationships are based on mutual trust and expectations, that benefits will be exchanged over time (Cropanzano & Mitchell, 2005). Researcher suggests that employees reciprocate the benefits they receive from their employer, such as when their

organization fulfills its implicit promises (Coyle- Shapiro & Neuman, 2004) and genuinely cares about their well-being. Employees differ, however, in their exchange ideologies – the extent they believe that treatment by the organization should determines the work effort by the employee (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees with stronger exchange ideologies vary their work effort in accordance with how favorably they are treated by the organization and the benefits they receive from it, whereas work effort among employees with weaker exchange ideologies is less contingent on how they are treated by the organization. (Jones 2010). A volunteerism program may initiate this social exchange because a company's choice may signal that if the company is committed to society's welfare the company values its employees and cares about their well-being (Jones 2010). In addition to that employee may responded to a variety of perceived benefits they receive from a volunteerism program.. Employees want to 'give back' to their employer when they have rewarding 'feel good' experiences while volunteering.

Based on this following hypotheses are developed:

H1: The bonding towards the brand and the frequency of participation in volunteering events depend on each other.

- a) Employees that engage on a regular base (at least once a year) in employee volunteering are more committed to the brand than the other two groups
- b) Employees that participate on an occasional base in these events are less committed than the ones that participate regularly,
- c) Employees that never engaged in employee volunteering events are less committed than the other two groups.

Previous surveys in this company stated that the corporate division and region have a

significant influence on the bonding (Appendix 2). Furthermore the participation in employee engagement events in this company differs from region, age, and division as well. In addition to that previous studies (Brammer, S., Millington, A. & Rayton, B. 2007 Stawiski, Deal, Gentry, 2010) found significant effects between gender as well as job level and the perception of CSR activities. Because of that it was tested if the participation in volunteering events has a mediation function in this relationship.

H2: The participation in volunteering events mediates the relationship between bonding and age, region, gender and job level.

CSR and Motivation

To understand the reasons of individual behavior motivation is a fundamental construct in organizational psychology (Donovan, 2001). While the first theories of motivation focused on factors in the work environment and stressed the importance of rewards and punishments to motivate employees (Steers et al., 2004), recent theories of work motivation, for example, the theory of self-determination (Gagné, Deci, 2005), assumes that work can be inherently enjoyably interesting. Intrinsic motivation refers to the desire to engage in work because it is interesting and satisfying (Amabile et al., 1993) and is usually contrasted with extrinsic motivation or the desire to obtain certain outcomes, for example, rewards or recognition (Amabile, 1993).

The theoretical concept of Motivation Sources Inventory was firstly described by Barbuto and Scholl (1998), suggesting five subscales with a predefined number of unique loading items per subscale that seem to capture the domains of interest for each source of motivation. Therefore, five sources of motivation were defined namely ‘intrinsic process’ (fun at work), ‘internal self concept’ (challenge), ‘instrumental motivation’ (rewards, money), ‘external self-concept’ (reputation within company) and finally ‘goal internalization’ (purpose of company).

It is important to understand that each source of motivation exists in various proportions in each employee, but in varying degrees. No person is motivated exclusively by just one source of motivation, and everybody has a different weight between intrinsic and extrinsic motives. Barbuto and Story (2011) examined these five sources of employee motivation and found a significant positive relationship with individuals' self-concept. The self-determination theory provides an important remark that employees prefer to act autonomously instead of executing somebody else's will (Deci et al., 1999). Thus, when faced with external pressure, they may reduce their engagement and effort levels (Gagné and Deci, 2005). In the context of bonding, this notion is consistent with the proposition of Bolino (1999) who stated that OCB may be performed for altruistic as well as management impression reasons, which can be regarded as examples of autonomous and controlled motivation, respectively (Gagné and Deci, 2005).

Based on that the H3 is:

Hypothesis 3: The positive relationship between the participation in volunteering-programs and the bonding towards the brand is mediated by type of motivation.

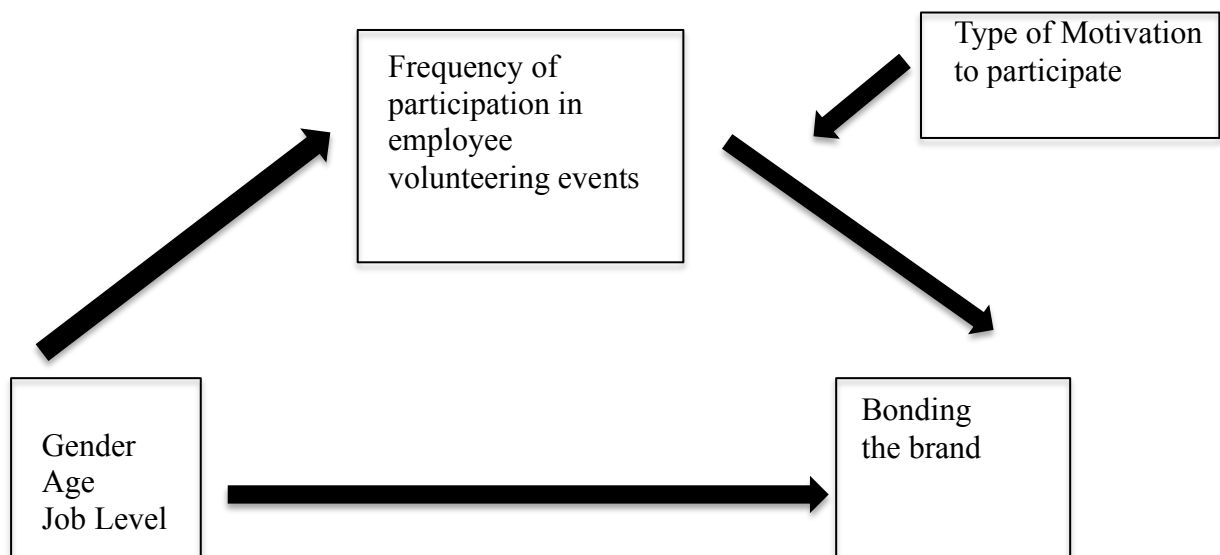


Figure 1: Research Model

As mentioned before, previous studies don't differentiate between different CSR activities within the same company. All these hypotheses are based on employee volunteering programs of this company, but to examine how the perceived values for the different CSR activities differ from each other, the items "I think employee volunteerism offers a platform for cross-divisional collaboration", "I believe that employee volunteerism activities have a positive impact on our company" were compared to the values of each other.

Methodology

Participants

Participants were 3190 employees from Deutsche Post AG, operating under the trade name Deutsche Post DHL Group (DPDHL), the world's largest courier company headquartered in Bonn. The corporation has 467,088 employees in more than 220 countries and territories worldwide. DPDHL's corporate social responsibility strategy is strongly embedded in the group strategy and has two main pillars: strategic partnerships with organizations like UN OCHA, SOS villages and Teach First and the other pillar is their employee volunteering program, which encourages the employees to volunteer in their spare time in social projects, this initiative is called Global Volunteer Day (GVD).

This in-house volunteering program reached a wide scope of employees: in 2014 alone, some 108,000 employees in 117 countries took part in employee volunteering activities. All the activities are performed outside of working hours and without any expectation of reward or tangible gain. All these activities should contribute to the focus areas: educational support (GoTeach), disaster management (GoHelp) and environment protection (GoGreen), the activities can be performed throughout the whole year; however, DPDHL promotes this topic increased for an action period of ten days (usually in September). Special about the GVD is

that it starts in 2008 as a bottom-up initiative in Singapore and grow six years unregulated. Only since March 2015 it is part of the headquarters' corporate citizenship department.

From the results of the Shapiro-Wilk Test it can be said that the respondents were normally distributed, the range of age splits in the following groups: 12,9% were under 30 years, 46,6% between 30-45 and 37,7% over 46 years old. The sample comprised leading function (with staff responsibility) 36% and non leading function 58,2%. Most participants work in Europe (61,4%) whereof 29,7% works in Germany. The second biggest Group come from Asia Pacific (17,1%), then Middle East and Africa (8,3%), followed by North America (5,6%) and t Latin America (5,5%). According to the company's staff 62,6% of the participants are male, and 34,2% are female.

Procedure

The survey was mailed to a random sample of about 15,000 white-collar employees of Deutsche Post DHL Group. 21,26% employees responded (N=3190), the interview duration was 4:58 minutes (median). In a cover letter the employees were informed that they could complete the surveys during their working hours. Confidentiality was stressed in the cover letter: it is not mandatory to fill in the demographic question an information provided would not be distributed to any single workgroup or employee.

Measures

The questionnaire asked respondents to provide demographic data and to respond to the items ranging from 1 (strongly disagree) to 5 (strongly agree). The main questionnaire included 6 items to assess the bonding towards the brand. These questions were adapted from Loewenfeld's brand community model 2006; the company already used this questionnaire to

assess the internal commitment and developed a benchmarking on this (Appendix 2). To test the reliability of the scales Cronbach's α was computed. All measures used in the study proved to have high reliability coefficients (Cronbach's α 0.972). Demographic questions were used to acquire information about respondents' age, job level, gender, region and business unit. To broaden the findings a mixed method was used – additionally to the main questionnaire open questions, which assessed the motivation and the barriers to participate in employee volunteering events were used.

Analyses

Data was analyzed using SPSS Inc., 23. First of all, descriptive statistics analysis was conducted. To test the hypotheses that participation in employee volunteering events influences the bonding towards the company (H_{1a} , H_{1b} and H_{1c}) an ANOVA analysis was used. To explore how the participation interacts with demographic data (H_2) a hierarchical regression and mediation analysis was used. The requirements for a hierarchical regression were fulfilled: no violation against assumptions of normality, linearity and multicollinearity. To find out whether there is a derating effect, “a variable that alters the direction or strength of the relation between a predictor and an outcome” (Frazier et al 2004, p. 116), between motivation, participation and bonding (H_3) a moderation analysis was carried out following the procedure recommended by Aiken and West (1991). Demographic variables like age and gender were entered in step one as control variables, motivation, bonding and participation in volunteering events were entered in step two in order to test hypotheses. To test the interaction variables, a product term of bonding and motivation was computed and added to the regression model in step three. Additionally, all study variables were mean centered before computing the interaction term and assessin a significant change of the regression model.

Results

Hypotheses 1a, H1b H1c

The three groups of employees, regular volunteers (RV), occasional volunteers (OV) and never volunteering (NV) in relation to their bonding were compared. A One-way-ANOVA was conducted to compare the effect of participation in volunteering events on the bonding towards the brand, the analysis showed that the differences between these three groups were significant, $F(2,3011) = 320.819$, $p < 0.001$. To evaluate which differences made the F-test significant a post-hoc test, in this case a Scheffé-Test, was conducted. After that a linear regression was performed and as hypothesized a positive correlation between volunteering and bonding was found. ($B = -0.418$, $r^2 = 0.175$, $p > 0.001$)

Beta	R-Square	Adjusted R-Square	F-Value
- 418	,175	,174	4,30183

a. Predictor : (Konstante), GVD - Participation in employee volunteerism activities

Table 1: Regression influence volunteering events on bonding

The negative value for beta is explained by the predefined answers, RV was stated as 1, OV as 2 and NV as 3 whereas the score for bonding ranges between 0 (not committed) to 30 (very committed). Based on that H_{1a} , H_{1b} and H_{1c} are accepted.

Hypothesis 2

A hierarchical regression was run to estimate the role of the control variables: gender, job level and age. In this model all variables were found to be significant, with a R square of 0,206.

R	R-Square	Adjusted R-Square	F-Value
-454 ^a	,206	,205	4,17273

Predictors: (Konstante), GVD - Participation in employee volunteerism activities, Sex, Age, Job Level

Table 2: Regression influence volunteering events on bonding with control variables

	Regressions coefficient	Standard Error	Beta	T	Sig.
(Konstante)	33,046	,506		65,317	,000
Sex	-,625	,168	-,063	-3,712	,000
Job Level	-1,082	,144	-,128	-7,490	,000
Age	-,345	,118	-,050	-2,926	,003
Participation in volunteerism activities	-2,472	,105	-,397	-23,501	,000

Table 3: Coefficients in hierarchical regression

Male employees are more committed ($b = -0.063$ $p < 0.001$) than female, leading staff more than non leading ($b = -0.128$ $p < 0.001$) and younger people more than the older ($b = -0.05$ $p < 0.001$). The bootstrapping analysis showed that the indirect effect from participation rate on bonding $\beta = 0.148$ ($0.446 \cdot 0.305$) was significant with a t-value of 10.813. Also as indicated by Preacher and Hayes (2008), the indirect effect 0.148, 95% Boot CI: [LL = 0.109, UL = 0.163] does not straddle a 0 in between indicating there is a mediation. Thus, it can be concluded that the mediation effect is statistically significant and Hypothesis 2 can be verified.

Hypothesis 3

Running a moderation analyses shows that the type of motivation influences the relationship between employee volunteering and bonding is significant.

	Coefficients	Beta	Sig.
(Konstante)	23,882		,000
z-Faktorwert: GVD - Participation in employee volunteerism activities	-1,570	-,249	,000
(Konstante)	23,835		,000
z-Faktorwert: GVD - Participation in employee volunteerism activities	-1,653	-,262	,000
z-Faktorwert: GVD - Motivation (open)	,242	,058	,028

Table 4: Moderation effect of motivation on participation in volunteering events and bonding

The distribution for this type of motivation shows that regularly engaged employees are more often motivated because of an ‘intrinsic process’ and their ‘internal self concept’ than occasionally engaged employees. The ‘instrumental motivation’ is nearly equally distributed and consequently the occasionally engaged employees are more often ‘external self-concept’ and ‘goal internalization’ motivated.

GVD - Participation in Employee volunteerism activities	Type of motivation	Percent
Regularly (RP)	intrinsic process	13,7
	internal self concept	32,6
	instrumental motivation	8,2
	external self-concept	10,8
	goal internalization	7,1
Occasionally (OP)	intrinsic process	5,9
	internal self concept	15,8
	instrumental motivation	12,7
	external self-concept	15,8
	goal internalization	14,4

Table 5: Distribution of motivation types

To get an understanding of the perception of different activities, descriptive statistics were run – based on the existing data the % Agreement (Top 2 Values – Totally Agree and Agree) and the medians were compared. This showed that 82,5% of the staff agree or totally agree that employee volunteerism activities have a positive impact on their company whereas 65% of the staff believe that strategic partnerships have an positive influence. Also 76,7% believes employee volunteerism offers a platform for cross-divisional collaboration in contrast 63% agree on this in relation to strategic partnerships.

Discussion

Even if CSR became a more and more important factor in the corporate strategy (Waddock et al., 2002) and the importance of employees as internal stakeholders increased as well (McWilliams & Siegel, 2001), the reasons why employees may respond to CSR are poorly understood. The purpose of this study was to examine why employees may participate in volunteerism programs (H3) and whether the company could use it as a strategic tool for internal branding (H1a, H1b, H1c and H2). This study indicates that employee participation in CSR activities in organizations is crucial for enhancing bonding towards the brand.

The results confirmed the hypotheses that were derived from social identification theory (SIT) suggesting that employees who participate in a corporate volunteering program are more committed to their company brand because the program makes them feel more proud about their organizational membership (H1a, H1b, H1c and H2). In addition, support was also found for hypotheses derived from social exchange theory, suggesting that employees higher on exchange ideology reciprocate the benefits they receive from a volunteerism program. Furthermore, including the motivation inventory shows that it is important to tie

volunteering programs to the specific needs of the employees to achieve a greater impact on them. Moreover, most organizations pursue CSR initiatives to enhance their reputations with stakeholders (Waddock et al., 2002) Employees are crucial stakeholders of a company whose beliefs about their organization's reputation play a prominent role for the success of the company.

The results show that the participation in volunteering events increases the bonding towards the brand significant. The results for the control variables were partly consistent with the results from Stawiski, Deal, Gentry (2010). In both studies people at a higher level in the organization are more committed to the organization and the CSR efforts. This finding can be explained by the fact that managers are likely to have a strong sense of ownership of CSR initiatives. Because they are responsible for making critical decisions and they transfer it to a positive view of the volunteering programs (Stawiski, Deal, Gentry (2010). Similarly research found, that people at the higher levels in the organization are also the most committed to the organization (Stawiski, Deal, Gentry (2010). In contrast to previous outlined research in this study the differences among generations (less than 30 years, 30-45 years, 46 years or older) are significant ($p < 0.003$), Potentially this depends on the bigger size of this sample ($N = 3190$ compared to 227) and the predefined categories for generations. Unlike previous research (Brammer, S., Millington, A. & Rayton, B. 2007 Stawiski, Deal, Gentry, 2010), that found a stronger relationship between CSR and commitment for women than for men, the present study indicated that the relationship between bonding and participation in volunteering events were stronger for male employees. This finding can be explained by the fact 30% more male employee were in a leading position which influences the attitude towards the brand and CSR more than the gender.

The presented results are not necessarily intuitive due to the fact that people spend their spare time for the company without getting paid – because of that it is crucial to understand the

motivation process behind. People differ in their motives for volunteering (e.g., to express altruism, meet new people, and achieve career-related goals), and volunteers tend to be more committed when their motives are satisfied (e.g., Clary et al., 1998). A significant moderation effect for motivation in the interaction between participation in corporate volunteering events and bonding was found. Past works shows that “individuals who are motivated more to meet their own personal standards (versus external standards) are therefore more likely to engage in OCB“ (Barbuto, Story, 2011 p.30). This is consistent with the findings in this present study – the number of intrinsically motivated individuals is twice as high for the RP than for the OP.

Also corresponding with previous research was the finding for “instrumental motivation” which was in previous work negatively related with organizational citizenship behavior (Barbuto, Story, 2011). This implies that individuals motivated by formal rewards like financial ones are less likely to exceed expectations with their performance when no formal reward systems exists (Barbuto, Story, 2011). This study extends previous research on social exchange in organizations by providing evidence that employees reciprocate through bonding in response to participating in a special corporate citizenship activity. Exchange ideology concerns employees’ propensity to vary their work effort in response to how favorably the organization treats them, a disposition stemming from the norm of reciprocity that governs the exchange of benefits between parties (Eisenberger et al., 1986).

Additionally this study provides insights in the perception of different CSR activities within the same company. The result shows that employees seems to have a better perception of activities were they are actively engaged rather then were the company is committed financially. This can be explained by different reasons: on the one hand this survey was conducted close after the action period of the Global Volunteer Day (GVD), due to this the

frequency of communication on this topic was much higher than on the strategic partnerships. On the other hand it supports the assumption that through direct involvement employees transfer his or her own feel-good-experience during volunteering on the whole program.

Finally, for the evaluation of the presented results and interpretations it should be borne in mind that the reference surveys were conducted 6 months earlier in March 2015, due to this the recent company events must be evaluated as well. As the majority of the employees are located in Germany it can be assumed that the strike in July and the negative media coverage afterwards affected the bonding scores as well as the decreasing profit forecasts for the whole group throughout the year. Keeping this in mind the importance of this volunteering events are increasing.

Implications for practice

Based on the findings of this study, there are a few implications for practice in business and leadership. The results of this study suggest that favorable attitudes toward one socially responsible practice – a volunteerism program – may ultimately lead to employee responses that affect the bottom line (e.g., retention, recruiting new talents). These findings extend research on CSR beyond its predominant focus on external stakeholders, such as consumers who respond to corporate image or investors who monitor firms' social actions (Waddock et al., 2002). This study does not provide clear evidence of causality, but to the extent these effects are causal they may reflect one reason why CSR is associated with companies' financial performance (Orlitzky et al., 2003). Only a few previous studies have focused on employee responses to CSR, and the underlying mechanisms were not tested (e.g., Brammer et al., 2007).

To obtain the benefits associated with social exchange processes, a volunteerism program should be designed to maximize the benefits employees receive from it. Appraisal interviews can be used to assess the motivation of the employees and to suggest volunteer opportunities

that best match their motives for volunteering.

For instance: employees with a stronger ‘internal self concept’ should be offered possibilities to challenge themselves and develop new skills for instance working with elderly people or refugees. Employees that are mostly instrumental motivated may benefit most from board-level positions in which they can network with other professionals, staff with an stronger external self-concept may profit from a rewarding& recognition session during a public town hall or a special mention on the website. To tailor and design volunteer activities that meet the company should partner with non-profit organizations.

Additionally this study provides evidence that a company benefits more from engaging their employees to volunteer than donating to a non-profit organizations but this is something that needs to be studied further.

Research limitations and implications for further research

This study has a number of limitations, which could be addressed in further research. The most obvious one is the limited number of examined items and the categorized qualitative approach to assess the type of motivation. Due to the regularities of labor councils at DPDHL it is not allowed to collect data that could be used for performance measurement. Although the sample was diverse and participants’ demographic characteristics largely mirrored those of the larger employee population, the small size of the sample is a limitation of this study given the effects of sample size on the stability and accuracy of parameter estimates.

Another potential limitation of this study is the generalizability of its results. The high degree of heterogeneity in participants’ demographic and work-related characteristics might bolster the external validity of these findings. But further research is needed to replicate these effects in other settings. The results likely apply best to contexts in which employees can not

volunteer on paid company time, which is again the common practice (Fegley, 2006).

Research is also needed to test other mechanisms through which volunteer-program attitudes promote organizational identification. For instance, people are motivated to identify with organizations associated with positive qualities like virtue because they want to be affiliated with the same qualities (Dutton et al., 1994). This may occur even when they do not experience organizational pride as a result.

As obtained in this study the job level has a significant influence on the participation in employee volunteering events and on the bonding towards the brand, this is due to the regulations of the labor union only white-collar employees could be evaluated but in this the blue-collar employees are the customer touch points, which is important to examine as well. Further research should concentrate on the question how it is possible to activate employees that aren't surrounded by internal communication and spend only little time with they co-workers.

Conclusion:

This is a first attempt to investigate the relationship between corporate volunteering and bonding with three groups from the same organization. The paper discusses and affirms the questions: “Benefits a company from a corporate volunteering program with very limited financial commitment?” and “Does volunteering yield greater benefits for involved employees in terms of their bonding toward the brand?” The paper contributes to the understanding of the interrelations between corporate volunteering and other organizational behavior constructs. From this study practitioners can learn how to increase bonding towards the brand with limited financial resources. It is extremely important to implement new employee volunteering programs and explain the business case behind this.

References:

- Aiken, L.W. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interaction*. London: Sage.
- Amabile, T.M. (1993), "Motivational synergy: toward new conceptualizations of intrinsic and extrinsic motivation in the workplace." *Human Resource Management Review*, Vol. 3 No. 3, pp. 185-201.
- Amann, W., & Stachowicz-Stanusch, A. (2012). *Integrity in organizations: building the foundations for humanistic management*. London, UK: Palgrave Macmillan.
- Blau, P. M. (1964) *Exchange and power in social life*. New Brunswick, NJ: Transaction Publishers
- Barbuto, J, & Story, J., (2011), Work motivation and organizational citizenship behaviors: A field study In *Journal of Leadership Studies* 03/2011; p. 23-34
- Barbuto, J, & Scholl, R, (1998), Motivation sources inventory: development and validation of new scales to measure an integrative taxonomy of motivation. In: *Psychological Reports*. 1998, Vol. 82, S. 1011–1022.
- Bolino, M.C. (1999), "Citizenship and impression management: good soldiers or good actors?", *Academy of Management Review* Vol. 24, No. 1 (Jan., 1999), pp. 82-98
- Brammer, S., & Millington, A. (2005). "Corporate reputation and philanthropy: An empirical analysis." in *Journal of Business Ethics*, 61(1), pp, 29-44.

Brammer, S., Millington, A. & Rayton, B. (2007) "The contribution of corporate social responsibility to organizational commitment." *Int. Journal of Human Resource Management*, 18, 1701-1719.

Booth, J. E., Won Park, K., & Glomb, T. M. (2009). "Employer-supported volunteering benefits: Gift exchange among employers, employees, and volunteer organizations." *Human Resource Management*, 48: 227-249.

Caligiuri, P., Mencia, A., & Jiang, K. (2013). "Win-win-win: The influence of company-sponsored volunteerism programs on employees, NGOs, and business units." *Personnel Psychology*, 66: 825-860.

Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., et al. (1998). "Understanding and assessing the motivations of volunteers: A functional approach." *Journal of Personality and Social Psychology*, 74, 1516–1530

Cropanzano, R., & Mitchell, M. (2005). "Social exchange theory: An interdisciplinary review." *Journal of Management*, 31(6), 874

Donovan, J.J. (2001), "Work motivation", in Anderson, N., Ones, D.S., Sinangil, H.K. and Viswesvaran, C. (Eds), *Handbook of Industrial, Work and Organizational Psychology*, SAGE, London, pp. 53-76.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986) „Perceived organizational support." *Journal of Applied Psychology*, 71, 500–507.

Frazier, A, Tix, P, Barron, K., (2004) Testing Moderator and Mediator Effects in Counseling Psychology Research Journal of Counseling Psychology, Vol. 51, No. 1, 115–134

Freeman, R. Edward (1984). *Strategic Management: A stakeholder approach*. Boston: Pitman.

Gagné, M. and Deci, E.L. (2005), “Self-determination theory and work motivation”, Journal of Organizational Behavior, Vol. 26 No. 4, pp. 331-362.

Hess, D., Rogovsky, N., & Dunfee, T. W. (2002). The next wave of corporate community involvement: Corporate social initiatives. *California Management Review*, 44(2), 110-125.

Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology*, 83: 857-878.

Jones, D. A., & Willness, C. R. (2013). Corporate social performance, organizational reputation, and recruitment. In K. Y. T. Yu & D. Cable (Eds.), *The Oxford handbook of recruitment*: 298-313. New York: Oxford University Press.

Loewenfeld, Fabian von (2006): Brand Communitys. Erfolgsfaktoren und ökonomische Relevanz von Markengemeinschaften. Wiesbaden : Deutscher Universitäts-Verlag

McWilliams, A., & Siegel, D. (2001): Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26, 117–127.

Orlitzky et al. (2003): Orlitzky, Marc, Frank L. Schmidt, and Sara L. Rynes. "Corporate social

and financial performance: A meta-analysis." *Organization Studies*, 24, 2003.

Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business & Society*, 43(3), 296-319.

Rodell, J., Breitsohl, H., Schröder, M., Keating D (2016)., *Employee Volunteering: A Review and Framework for Future Research* in *Journal of Management* Vol. 42 No. 1, January 2016 55–84

Steers, R., Mowday, R. and Shapiro, D. (2004), "The future of work motivation theory", *Academy of Management Review*, Vol. 29 No. 3, pp. 379-387.

Stawiski, S., Deal, J., Gentry, W. (2010) *Employee Perceptions of Corporate Social Responsibility* URL: assed on December 30th 2015:
<http://insights.ccl.org/wpcontent/uploads/2015/02/EmployeePerceptionsCSR.pdf>

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, 33(47), 74.

Tschirhart, M. (2005). Employee volunteer programs. In J. L. Brudney (Ed.), *Emerging areas of volunteering* (pp. 13–29). Indianapolis, IN: ARNOVA.

Waddock, S. A., Bodwell, C., & Graves, S. B. (2002). Responsibility: The new business imperative. *Academy of Management Executive*, 16, 132–148.